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Commissioner

Welcome to the 200 Day Brief. This report highlights the Department's accomplishments to date.

Together, we have made significant improvements and I look forward to your continued support and excellence in this agency.

The Department of Correction will continue to publish a report on the progress of our initiatives and accomplishments every 100 days. We will measure our successes and make sure that we are efficient and effective in running our operations.



Department of Correction Brief

September 1, 2005

Operate with Existing Facilities

Discovery: Several years ago, the Department of Correction began construction on a new secure housing unit on the site of the Indiana Juvenile Correctional Facility using \$24 million in grant dollars (90% of which was funded by federal grant funds). Now that the facility is complete, it is no longer needed because the number of juvenile females sent to the Department has steadily decreased.

Action Taken: Have made the decision to move Marion County juvenile males to this secure facility, and separate it from the existing facility to form two co-located units on this site so the facility can operate at a near optimal level, and keep Indianapolis kids closer to their families and support systems.

Consolidate Facilities

Discovery: Consolidating juvenile males in a separate unit at the Indianapolis Juvenile Facility will make the current Plainfield Juvenile Correctional facility available for other Department uses.

Action Taken: Have made the decision to utilize this facility as Indiana's first adult male re-entry facility, to assist offenders returning from prison back to Central Indiana communities. This facility will focus on preparing offenders for successful re-entry as law-abiding citizens, and increase public safety through a reduced rate of repeat offenses.

Economical Supplier for Law Libraries

Discovery: Each prison in Indiana orders legal materials for their law libraries independently, despite the fact that most of these law libraries carry the same materials.

Action Taken: Utilizing a formal procurement process identified a less expensive supplier, and utilizing a consolidated ordering approach to realize economy-of-scale discounts that will produce an estimated annual savings of \$400,000.

Utilize Facility More Efficiently

Discovery: The New Castle Correctional Facility began operation in April, 2002, but never reached more than 25% capacity, despite sending offenders to private prisons out of the State of Indiana.

Action Taken: Utilizing the formal RFP procurement process, identified a third-party contractor who will be able to manage and operate that facility more efficiently, and allow for more complete utilization within the Department's available resources.

Removed Violent Content from Facilities

Discovery: As one of the forms of recreation, some facilities were permitting offenders to play mature rated violent video games.

Action Taken: Removed mature-rated video games from all facilities.

Sharing Common Resources & Services Between Facilities

Discovery: The Indiana State Prison and Lakeside Correctional facility were operating side-by-side in Michigan City, but were not sharing common services.

Action Taken: Consolidated these adjacent facilities into a single institution managed by one superintendent sharing common resources.

Health Care Services for Offenders

Discovery: The procurement process for offender health care services underway at the time of transition was too restrictive, and did not offer vendors the flexibility to propose various ways to meet the Department's entire health care service needs.

Action Taken: The procurement process was halted, and a new request for proposal was issued that allows vendors the flexibility to provide the entire array of required offender health care services in a more efficient manner. An agreement has been reached with two new third-party contractors to provide the full array of necessary medical, dental, and mental health care to the incarcerated offender population. It is estimated that the efficiencies from these new contracts will save over \$19 million over the course of the four-year contract.

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Improved the Ordering Process for the Commissary

Discovery: Found that the Department used 108 different types of documents related solely to facility commissary processes, at an average cost of 9 cents per form.

Action Taken: Assembled a team of facility heads to review the procedures, and recommend changes so that now the aggregate number of forms being used has reduced to 20, at an average price of 3.9 cents per form.

Eliminated Overtime Roll Calls

Discovery: As a way of relaying information between shifts and handing out daily assignments, roll calls were still taking place at all facilities, requiring staff to come to work 15 minutes prior to the start of their shift to receive instruction.

Action Taken: Using new technology for improving communication between shifts, eliminated the need for overtime roll calls.

Centralized Human Resource Needs

Discovery: Many of the services the Department's Human Resources Division provided was also being provided by the Department of State Personnel, and in certain circumstances, redundant processes were required, which often slowed down the function of human resources services.

Action Taken: Partnered with the Department of State Personnel to pilot a new approach that consolidates and centralizes the Department's human resource staff with State Personnel's to provide "one stop" human resource services.

Improved Grievance Process

Discovery: Other than requiring them to utilize a formalized grievance process, the offenders housed in Indiana's state prisons had no way to easily resolve day-to-day issues.

Action Taken: Borrowed protocols routinely used by the Federal Bureau of Prisons called "standing mainline", which requires facility administrators to adjust their schedules so that they are available to meet with offenders as they line up for chow, to discuss day-to-day issues of importance, so that actions can be taken to resolve issues at an early stage.

Initiated Programs for Transition Offenders

Discovery: Though the primary goal of the Department is to help restore offenders to a law-abiding lifestyle upon release, it did not track recidivism (the percentage of inmates that engage in criminal conduct after release and return to the penal system), it did not evaluate the effectiveness of its restorative programs, it did not provide offenders with the tools for successful transition upon release, and it did not help introduce the offender to available community-based program and treatment opportunities.

Action Taken: Energized a floundering initiative to instill model practices to transition offenders from prison back to their community, and enhance public safety by utilizing evidence-based practices and engaging community services that reduce the chances that offenders will resume a life of crime. Initiated an ongoing study to determine recidivism rates, and track changes in these rates over time. With the cooperation of other agency heads and community stakeholders, have developed a procedure for producing a "Re-entry Accountability Plan (a.k.a. "RAP") for each offender sent to the Department, which, after identifying the program and treatment needs of the offender, lays out a plan by which that offender can address their deficiencies and needs, and better prepare them to return to the community. Have developed other tools and programs to help prepare offenders for community re-entry, including a new website that matches offenders with the specific local services they need when they get out of prison.

Launched new website:

Road to Re-Entry for Hoosiers

<http://www.reentry.in.gov>

**be
smart.
choose
freedom.**